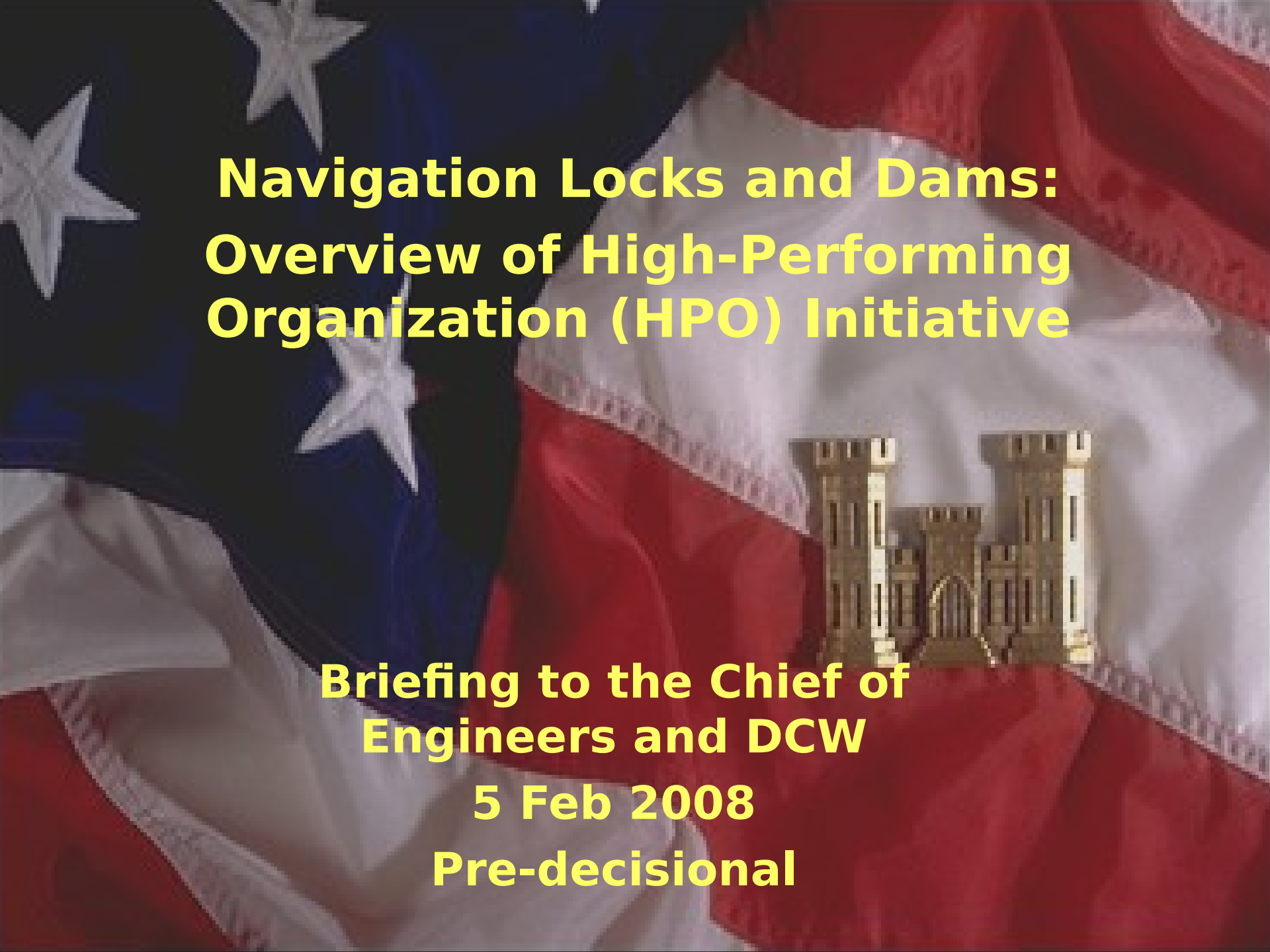

Navigation Locks and Dams: Overview of High-Performing Organization (HPO) Initiative

Briefing to the Chief of Engineers and DCW

5 Feb 2008

Pre-decisional

US Army Corps of Engineers

Why the study?

- Originally started as an A-76 public-private competition in accordance with the President's Management Agenda
- Transitioned to HPO Study in Jan 2007

President's Management Agenda

- Six Government-wide Goals
  - Strategic Management of Human Capital
  - Competitive Sourcing
  - Improved Financial Performance
  - Expanded Electronic Government
  - Budget and Performance Integration
  - Real Property Asset Management

The HPO study replaces the A-76 public-private competition originally planned

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Opportunity to seek improvements

- Aging infrastructure
- Flat budget – getting 3-4% increase/year, maintenance and repair going up at much faster pace
- Using funds in the most efficient and effective manner
- Operational efficiencies & effectiveness, readiness
- Documentation to justify funding for reasonable level of service
- Credibility with OMB and Congress
- Inland Navigation importance to the Nation's economy

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Guiding Principles of the Study

- No nationalized organization
- Ensure continuity of mission
- Minimize disruption of workforce
- Consider impacts outside operations cop*
- Improve service to end users
- Improve efficiency and effectiveness
- Reduce risks & improve reliability
- Review all aspects of the NavLocks system
- Free and open communication

*COP = Community of Practice

Pre-decisional

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Timeline

Study Phase

Transition Phase

Achieve HPO targets

Jan 2007

Jul 2008

Oct 2009

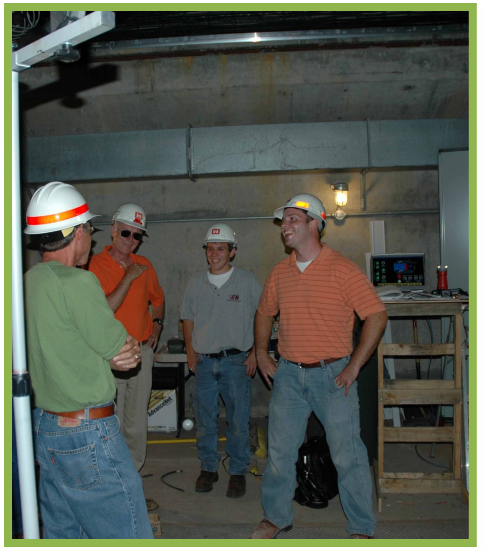
5 years

Study Starts

Study Ends

Transition Ends

Achieve End State



Pre-decisional

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Workforce Input

John Branson (left) talks to Al Wise about Lock 25

- Site Visits
  - Visited most project sites
  - Answered questions, gathered ideas and suggestions
  - Input of workforce into BPR
- Communication Plan
  - Newsletters, web site
  - Sensing sessions
  - Briefings (example lockmaster meeting)

Pre-decisional

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Industry Input

- Interaction with industry to solicit ideas for improvements
- Briefings on the study at industry conferences
- Open forum sessions
- Listening sessions with tow boat captains from Industry
- Scheduled Mar 2008: industry session on first round of concepts

Clay Williams (center, holding sheet) discusses ideas with the HPO team

Pre-decisional

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Interaction with Divisions and Districts

- Briefings to Divisions and Districts
- Sessions with commanders & Ops Chiefs
  - Positive feedback
- Highly productive sessions, will expand to other districts

COL Sinkler

COL Crall

COL Setliff

Peggy O'Bryan, Ops Chief and COL Setliff provide input on first round of HPO organizational con

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Key Findings

- Biggest bang for dollar is in improving business processes and not in organizational changes
- Keep existing command and control structure
- Need system-wide standardization
- Need brand name recognition in sync with national transportation objectives
- Need to better track, manage, and prioritize infrastructure condition, workload and funding

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Idea
Brand Name – IMTS
U.S. Inland Marine Transportation System

- Nationally recognized & in sync with other federal transportation agencies and committee on Marine Transportation System

- Focuses on Long-term stability
- Indicates enhanced customer focus

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Idea
IMTS Board of Directors

- Membership: Division Commanders (with navigation mission)
- Horizontal integration across USACE
- Virtual team from HQUSACE & Divisions
- Virtual working group (Ops Chiefs, Ops managers, lockmasters, etc)
  - interact with customers and employees

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Idea
Major BPR

Silver Bullets … over 50, grouped into 7 major categories:

- On site Staffing & Operations
- Training and Education
- Major Maintenance
- Funds Flexibility
- Communications
- Channel Operations
- Data Collection

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Backup Slides